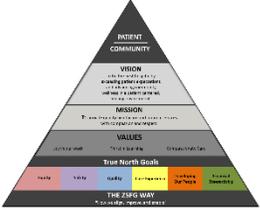


# Hospital Operations & Patient Care Report

Presented to the Health Commission – ZSFG on March 28, 2023

ZSFG Executive Team Report

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# SAFETY

## 1. COVID-19 Returning Safely Together

San Francisco, similar to the rest of California, the U.S., and the world, is in a rapidly changing environment with respect to COVID-19. The following are the latest changes and updates in our COVID-related operations; we are continually assessing these policies and practices:

### ***Ending State and Local COVID-19 Emergencies***

On February 28<sup>th</sup>, California and San Francisco ended their COVID-19 emergencies. Effective March 1<sup>st</sup>, ZSFG began to enforce the following updated health and safety guidelines.

#### Masking

Well-fitted masks (surgical/isolation masks or higher-level protection, e.g. N95, KN95 respirators) continue to be required for patients, visitors, and staff in all clinical areas and other indoor public areas that patients access. These areas include lobbies, hallways, and elevators. Additionally, masks are now optional for staff in non-clinical work areas that are not accessed by patients. Staff may continue to wear masks or N95/K95 respirators for added protection.

#### Food and Drinks

Food and drinks continue to be allowed for staff in non-clinical areas, including conference rooms and break rooms. Food and drinks should not be consumed in clinical or public areas such as lobbies, hallways, and elevators. Further, food and drinks are now permitted for patients in non-clinical areas, e.g. conference rooms, when gathering for educational or support groups. Patients must wear masks when not actively eating or drinking. Normal room capacity limits will be observed with respect to patients, visitors, and staff. Crowding will be avoided.

### ***Updated Visitation Guidelines***

Nearly three years ago, ZSFG closed our campus to visitors. In February, CDPH updated the health order lifting restrictions on visitation and in accordance, ZSFG made the following changes:

- In-person screening in the lobbies has ended. Visitors will now self-screen using the symptom screening poster.
- The Emergency Department has welcomed visitors back. They are allowing one visitor for adult patients and two visitors for pediatric patients.
- Outpatient visitation continues to be limited to compassionate exceptions due to waiting room capacity limits. This will be reassessed in the coming months.

# DEVELOPING OUR PEOPLE

## 2. SFDPH Staff Engagement Survey

From March 1<sup>st</sup> through March 22<sup>nd</sup>, the San Francisco Department of Public Health's (DPH) Employee Engagement Survey went live! This survey aims to better understand how DPH can improve support for staff. The survey is confidential and asks questions related to workplace experiences, including racial equity, management, burnout, safety, organizational support, and other employee engagement indicators. It is available in Spanish, traditional Chinese, and English.

ZSFG helped facilitate access to the survey by allowing time for staff to complete the survey during work hours, as well as opening the Wellness Center on Tuesdays, 9 a.m. to 10:45 a.m. and Thursdays, noon to 4 p.m. for employees who do not have access to work computers. Once the results are collected and analyzed, SFDPH will share the results with all staff via a townhall session and will work to design a comprehensive staff-engagement plan based on key areas of improvements identified.

The goal of this survey is to foster a better workplace environment that will lead to a higher standard of care for our community. Past surveys have resulted in the creation of Black African American Health Initiative programming,

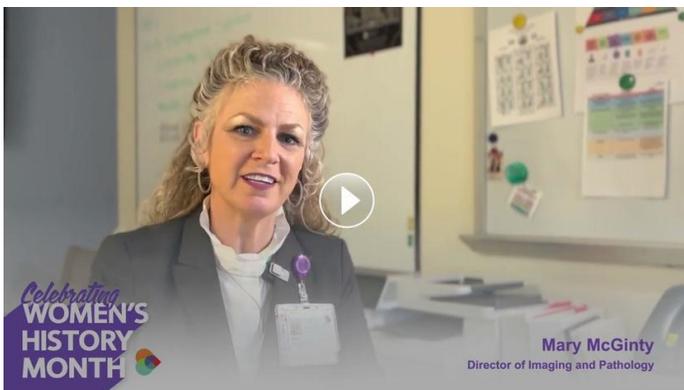
establishing Racial Equity Action Plans in every division of DPH, and staff well-being programming. DPH and ZSFG are excited to see the future improvements that will come from this survey.

## DEVELOPING OUR PEOPLE

### 4. Celebrating Women's History Month

March is Women's History Month and March 8<sup>th</sup> was International Women's Day! ZSFG takes this opportunity to celebrate and give thanks to the women in our lives - our mothers, grandmothers, caregivers, working women everywhere; we thank those who paved the way and the trailblazers who continue to lead today.

Here at ZSFG, women make up roughly 49% of the workforce. To celebrate the incredible women on our team, ZSFG highlighted different colleagues throughout the month via our Women's History Month spotlights! Meet some of our incredible employees: Mary McGinty, Director of Imaging and Pathology and YuLan Hu, Med/Surg Charge Nurse, in the videos below.



## DEVELOPING OUR PEOPLE

### 6. ZSFG Healthcare Recognitions

This past month, ZSFG celebrated the following healthcare recognitions in honor of our staff and the incredible work they do every single day!

#### Thank a Resident and Fellow Day

February 24 was Thank A Resident Day! At ZSFG and in other healthcare settings, it's a day to celebrate residents and fellows, and salute the hard work and dedication they exemplify through their clinical work and commitment to our patients.

On the 24<sup>th</sup>, ZSFG recognized resident physicians and fellows for all of their contributions, including their commitment to providing equitable and compassionate care to our entire ZSFG community and for helping us meet our True North goals. The Second Floor Mezzanine held special displays in honor of our trainees. Several divisions hosted celebrations for their trainees and the cafeteria offered special items.

Since its founding 150 years ago, ZSFG has hosted graduate medical education training programs. UCSF's Graduate Medical Education program is one of the largest training programs in the world, which recruits and trains a diverse group of physician leaders. Of the UCSF training sites, ZSFG is a favorite rotation, in part because of our mission-driven service. After completing their training, these physicians will practice in San Francisco, around the country and throughout the world, delivering outstanding patient care in every setting. Each year, there are more than 1,300 UCSF

residents and fellows participating in this education program. On any given day, more than 300 trainees provide clinical care at ZSFG. Residents and fellows at ZSFG are helping us increase naloxone prescribing for patients with opioid use disorders, improving care by ensuring that patients receive a language-concordant After-Visit Summary, and increasing tobacco cessation counseling. Put simply, ZSFG could not provide patient care without our exceptional residents and fellows!

### **Celebrating our Food and Nutrition Services Team**

March is National Nutrition Month, March 8<sup>th</sup> was Registered Dietitian Nutritionist Day and March 9<sup>th</sup> was the first ever National Nutrition and Dietetics Technician, Registered Day! As such, ZSFG is celebrating the work of our Food and Nutrition Services (FNS) team!

FNS Director, Katie Jackson, MS, RD, works with Executive Chef, Michael Jenkins, and the production team on initiatives that improve how we nourish our patients, staff, and community as well as increase environmental sustainability. Here are a few of the ways we are reaching our goals:

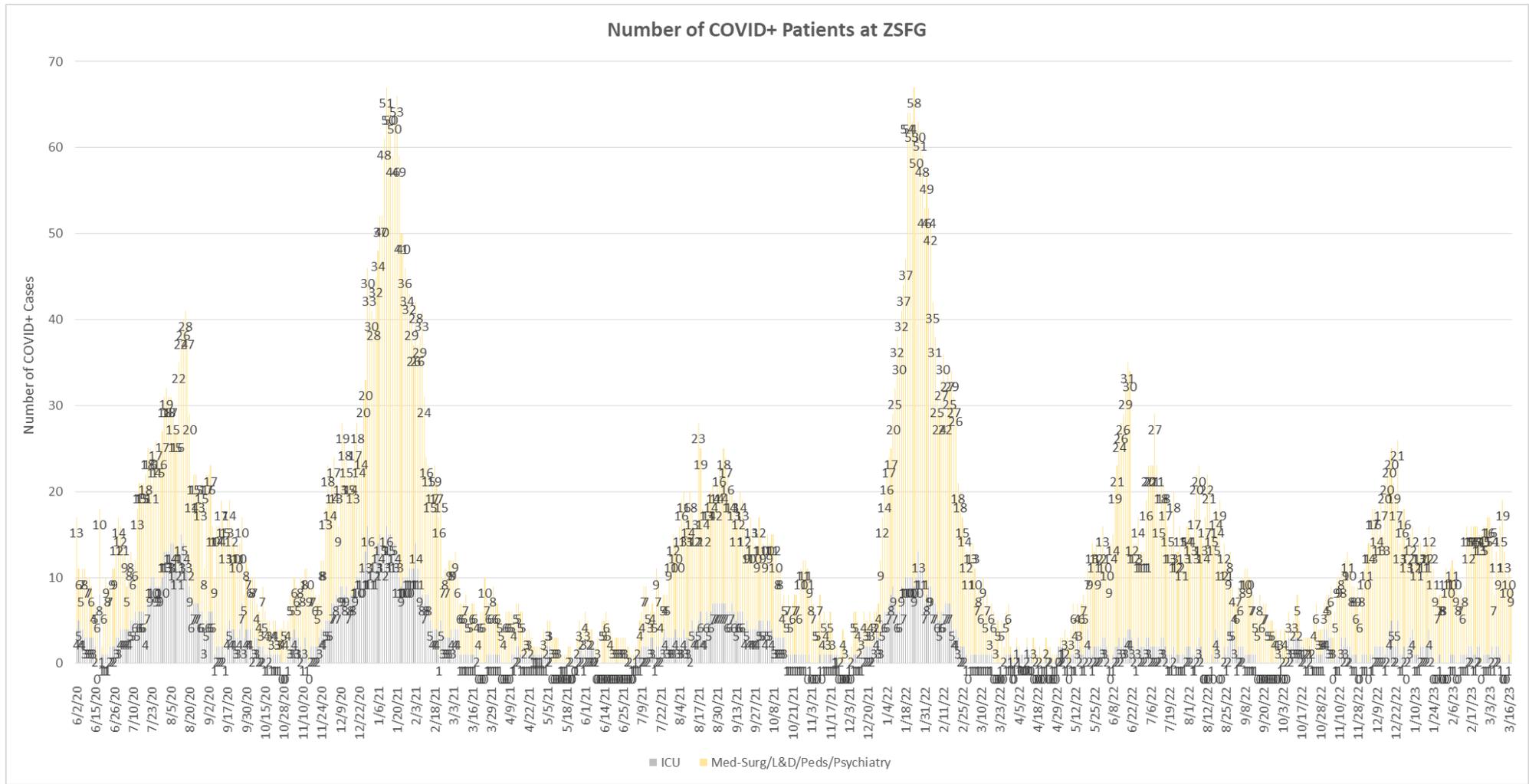
- ZSFG signed on to the Good Food Purchasing Program, which values sourcing the best food possible from local and sustainable vendors;
- ZSFG donates all excess food from FNS to local food pantries. Last year, we donated approximately 24,000 meals;
- All patient trays and cafeteria items feature reusable or compostable plates and utensils; and
- Flow water stations have prevented more than 150,000 plastic bottles from reaching land fill.

Christine Struble, Chief Clinical Dietician at ZSFG, manages the day-to-day operations of clinical nutrition care for hospitalized patients, residents of 4A, and clients and residents of the BHC provided by our registered dietitians (RD) and dietetic technicians, registered (DTR). Our stellar RDs and DTRs are indispensable partners with our care teams, doing a range of critical tasks such as developing culturally sensitive menus that meet patient nutritional needs as they recover from surgery, illness, or manage a chronic disease like diabetes; they monitor growth of preterm babies in the NICU; and helping injured patients follow a therapeutic diet.

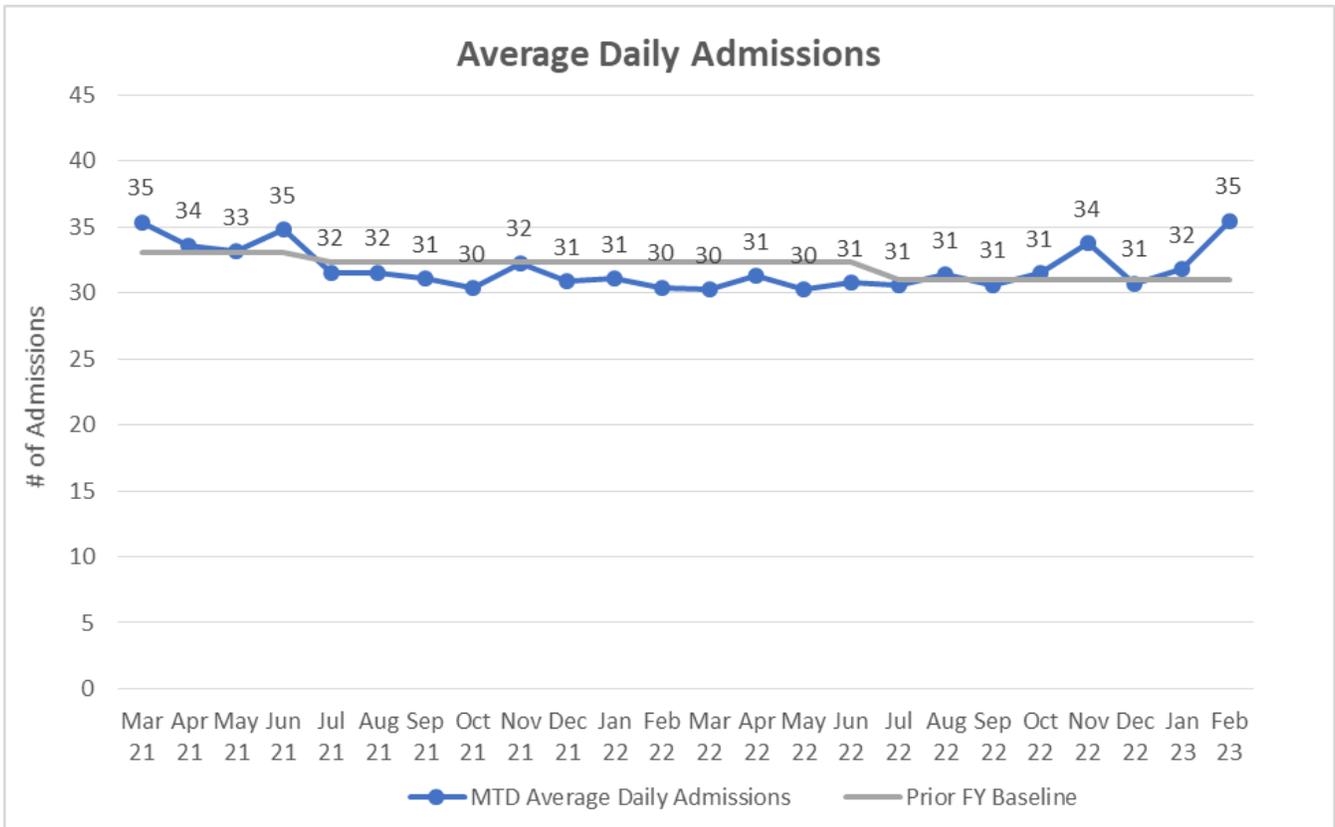
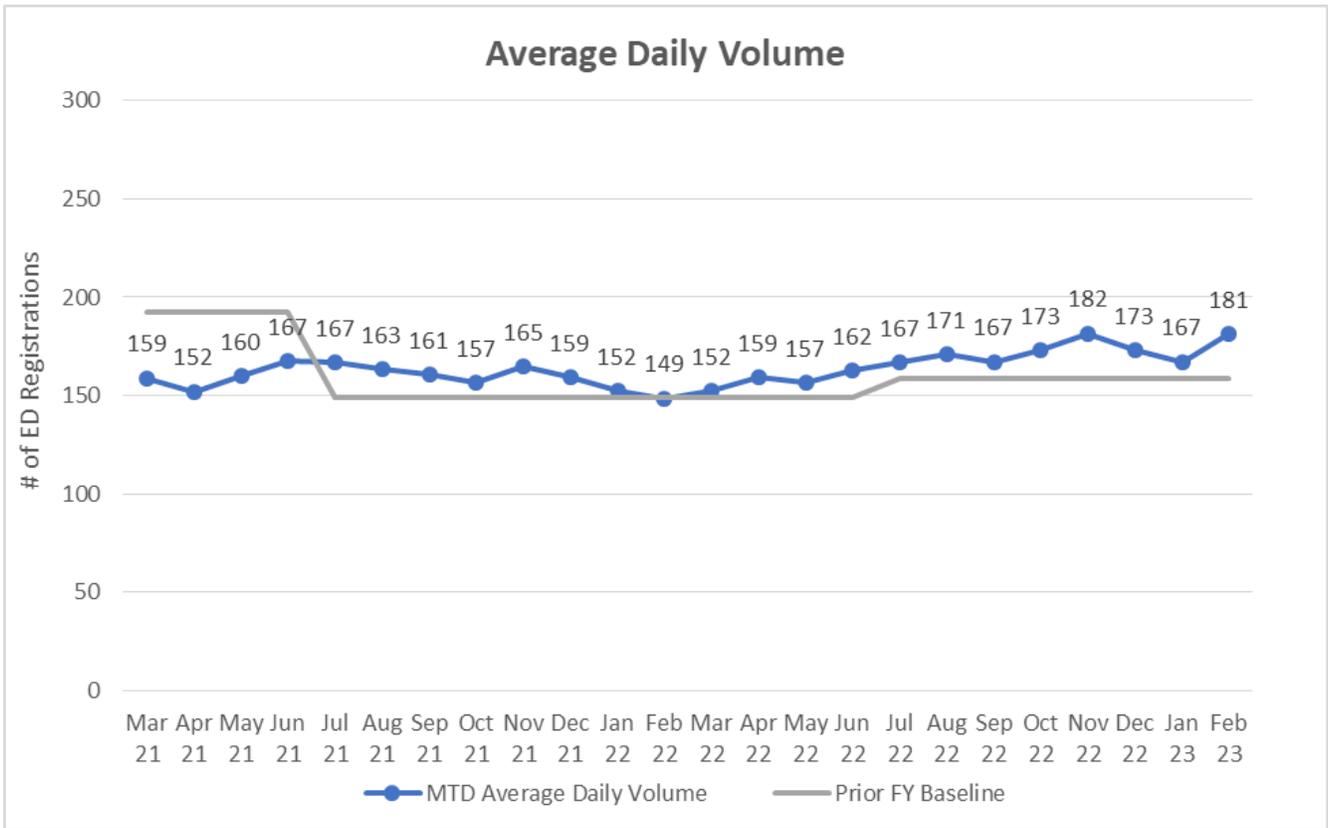
RDs and DTRs screen all their patients for food insecurity and talk with patients about where they can access food in the community. The Food Bridge to Health Program, currently in the planning stage and led by Nick Iverson (ED and Social Medicine Physician), will address food insecurity from hospital discharge to the community. Many thanks to all of our food service workers, from the kitchen to the clinic, for doing their part to make progress on these initiatives and help our patients heal better and faster.

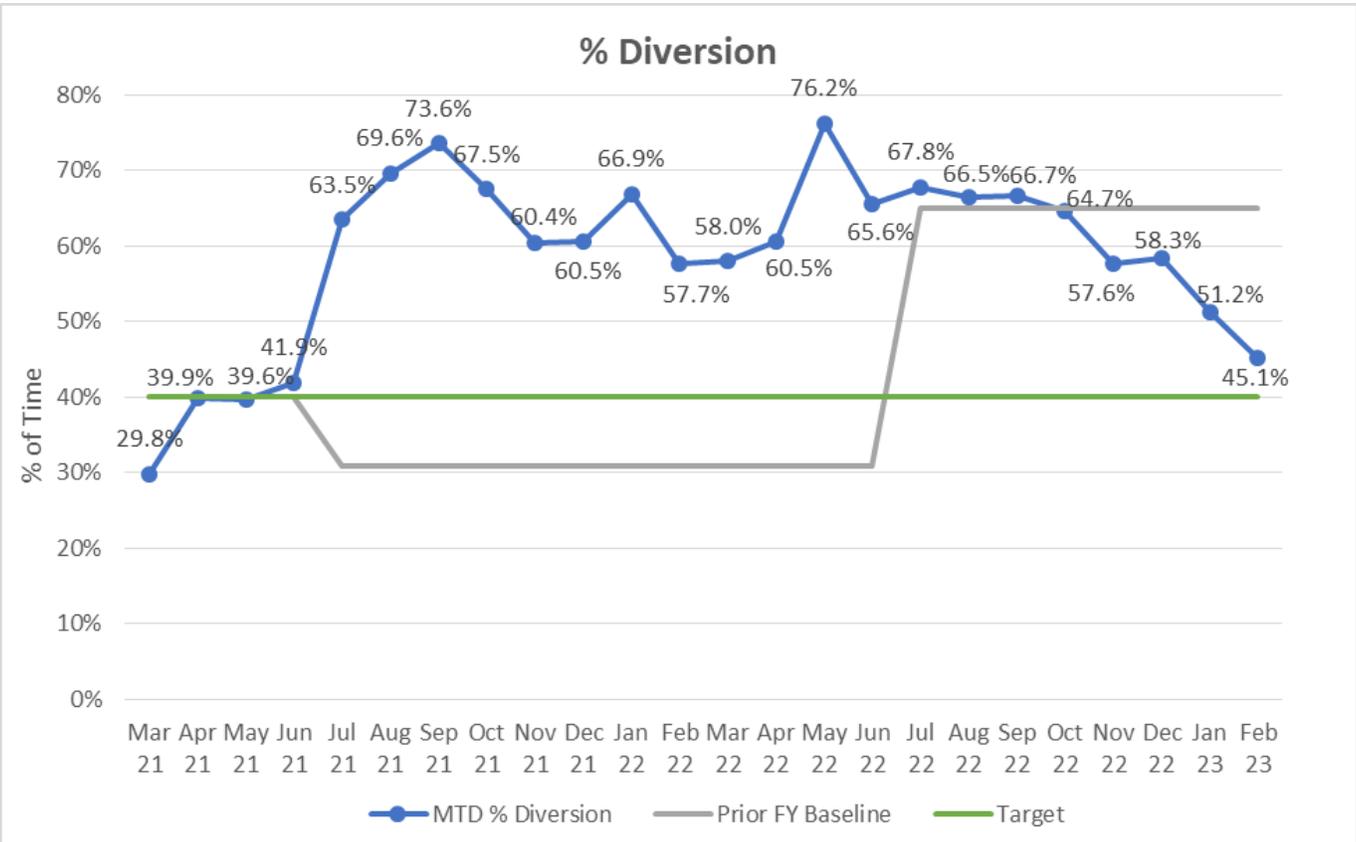
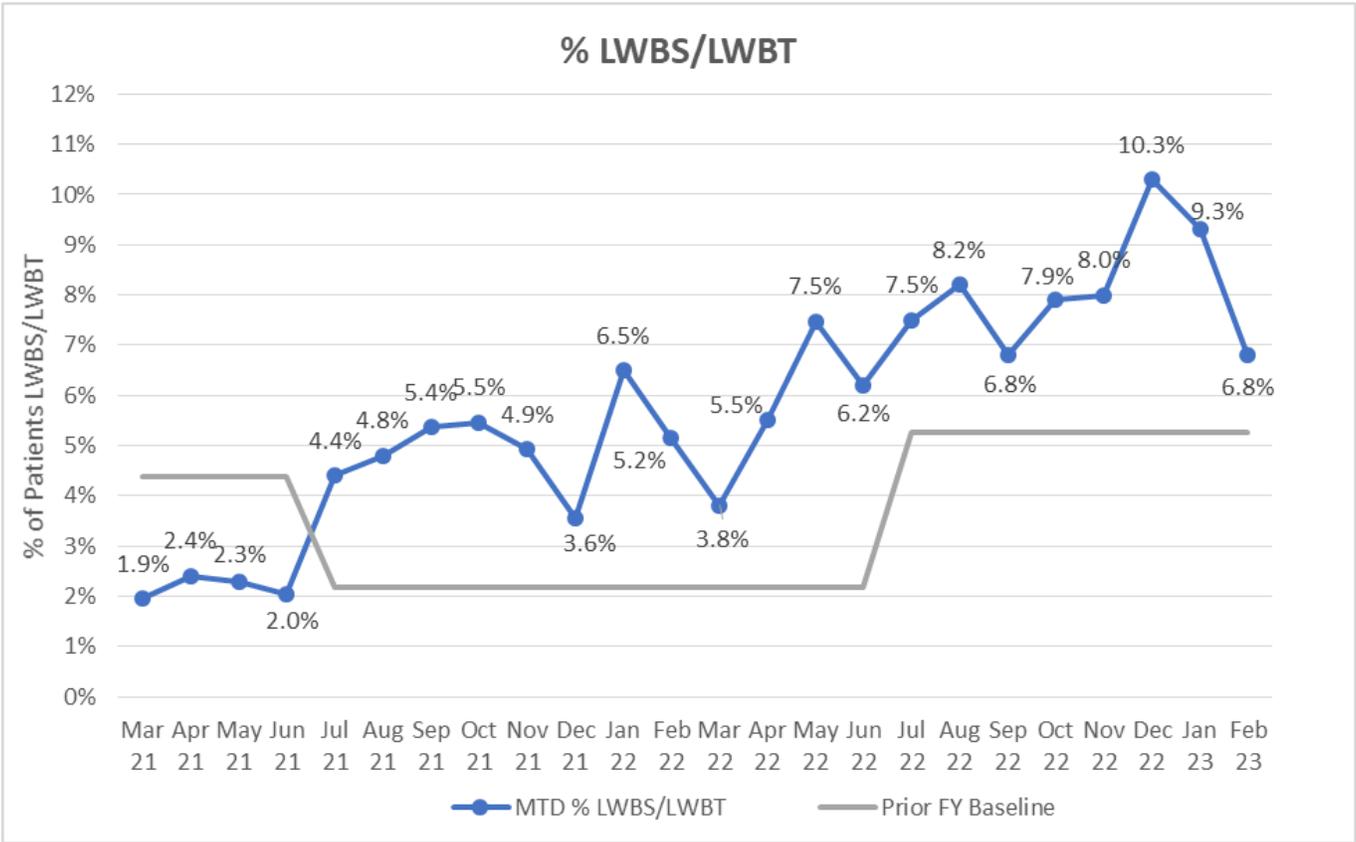


# QUALITY ZSFG COVID+ Patients

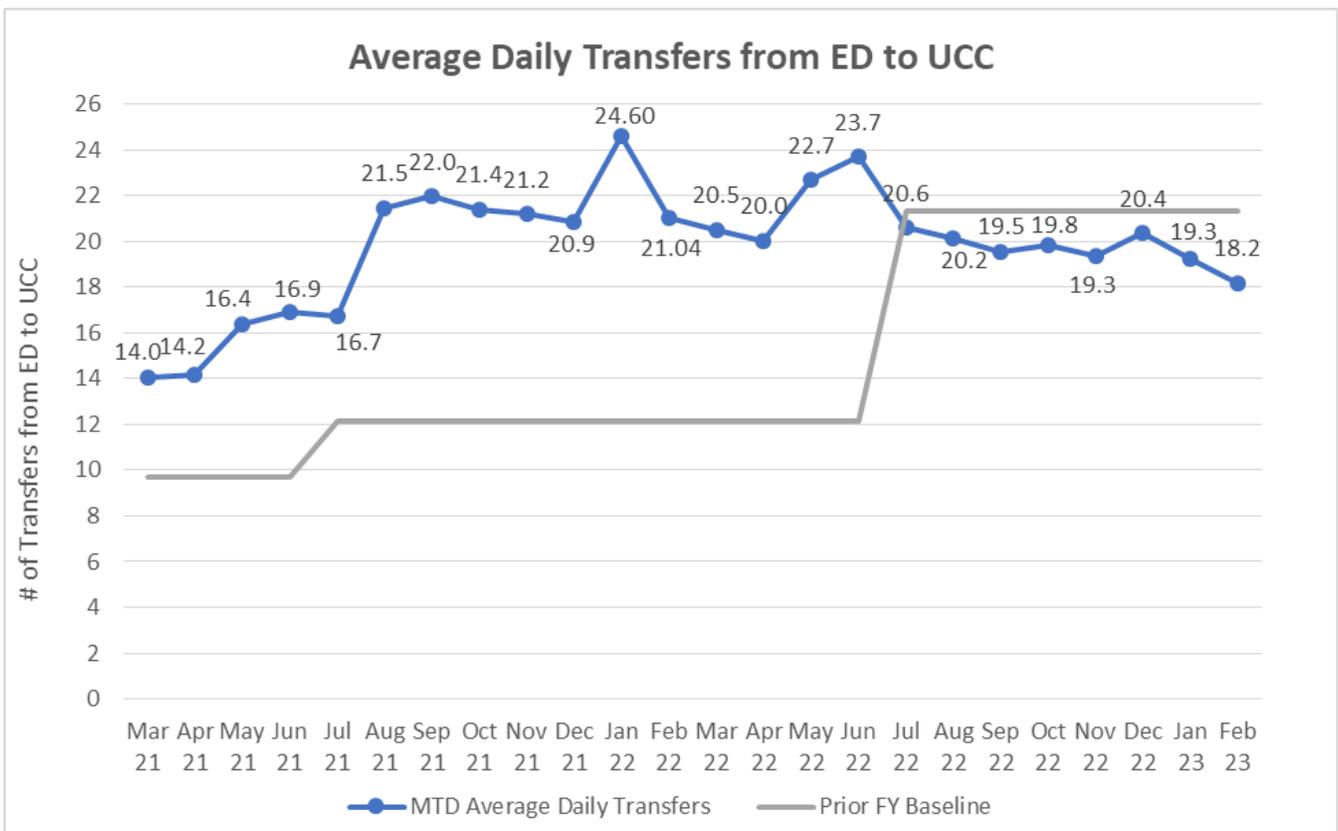
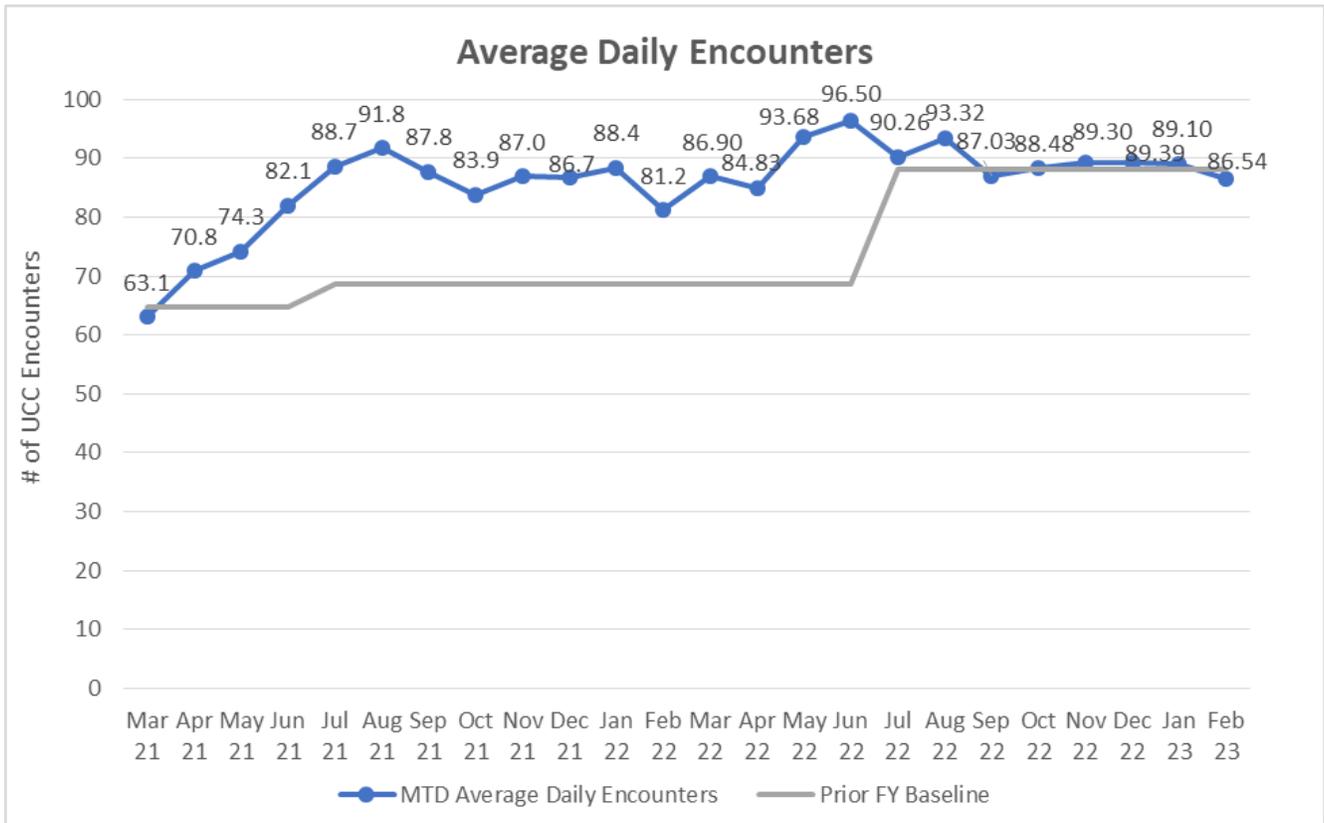


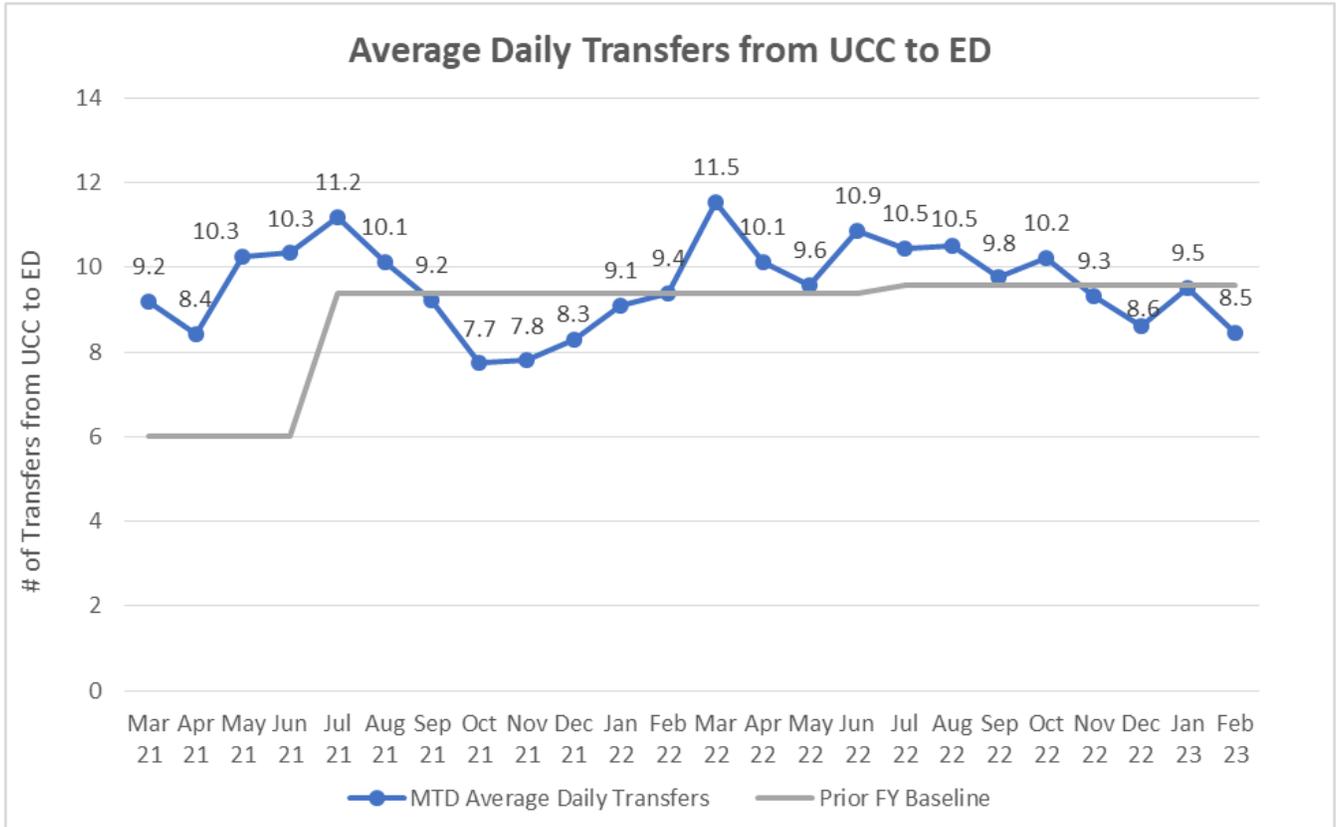
# QUALITY      Emergency Department Activities



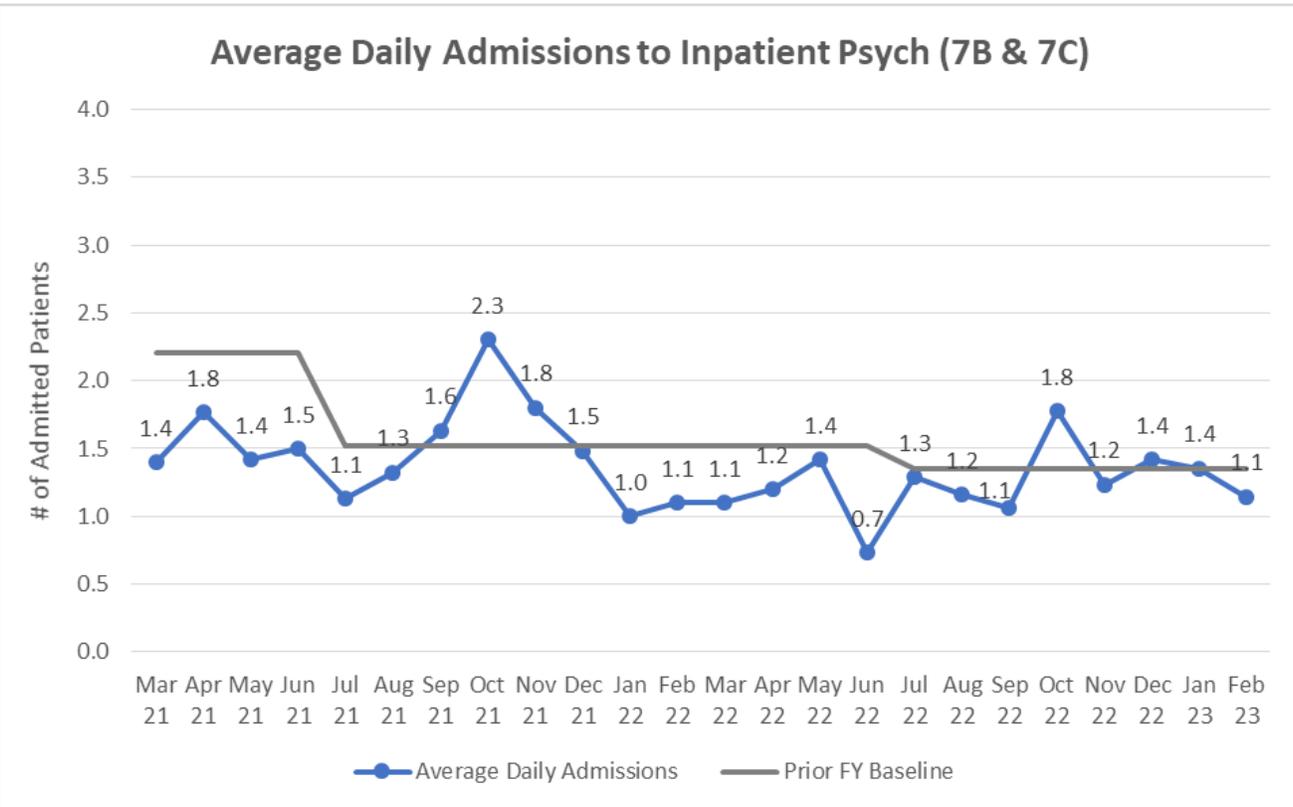
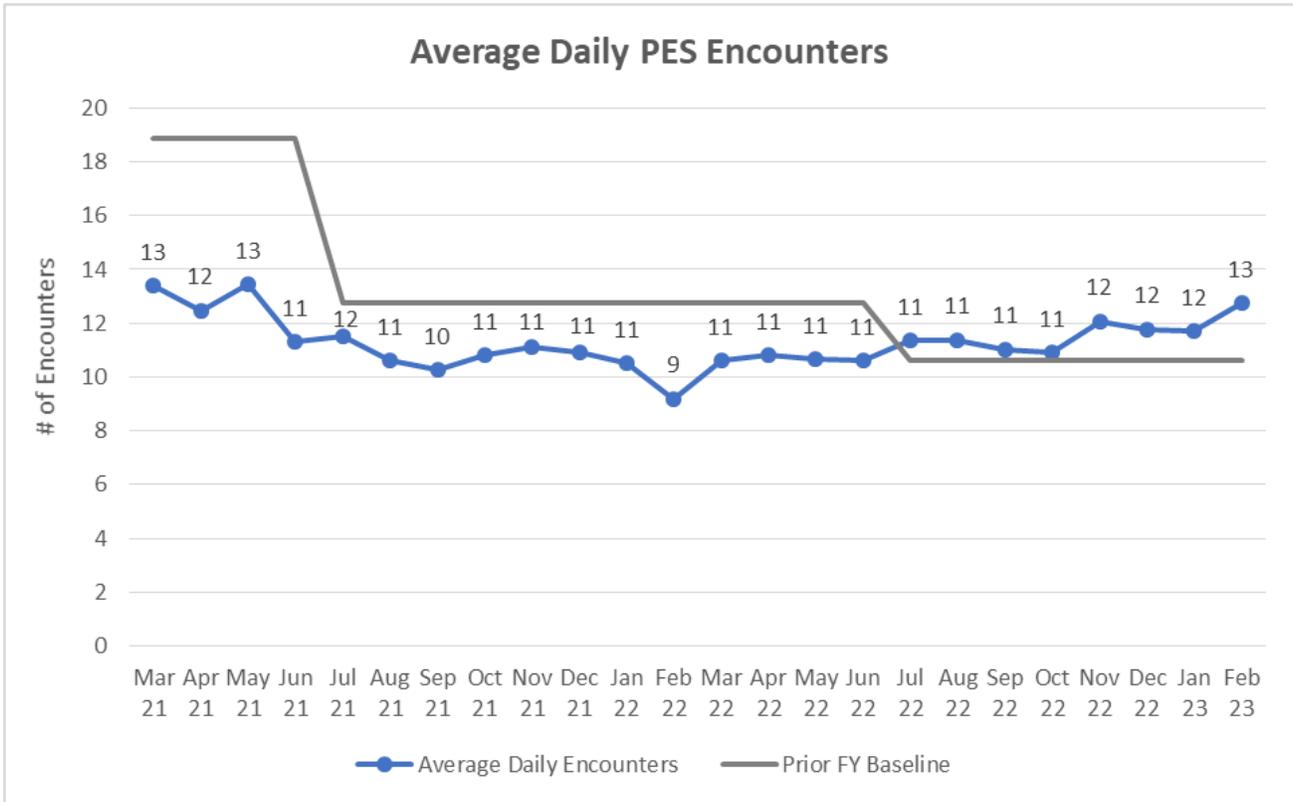


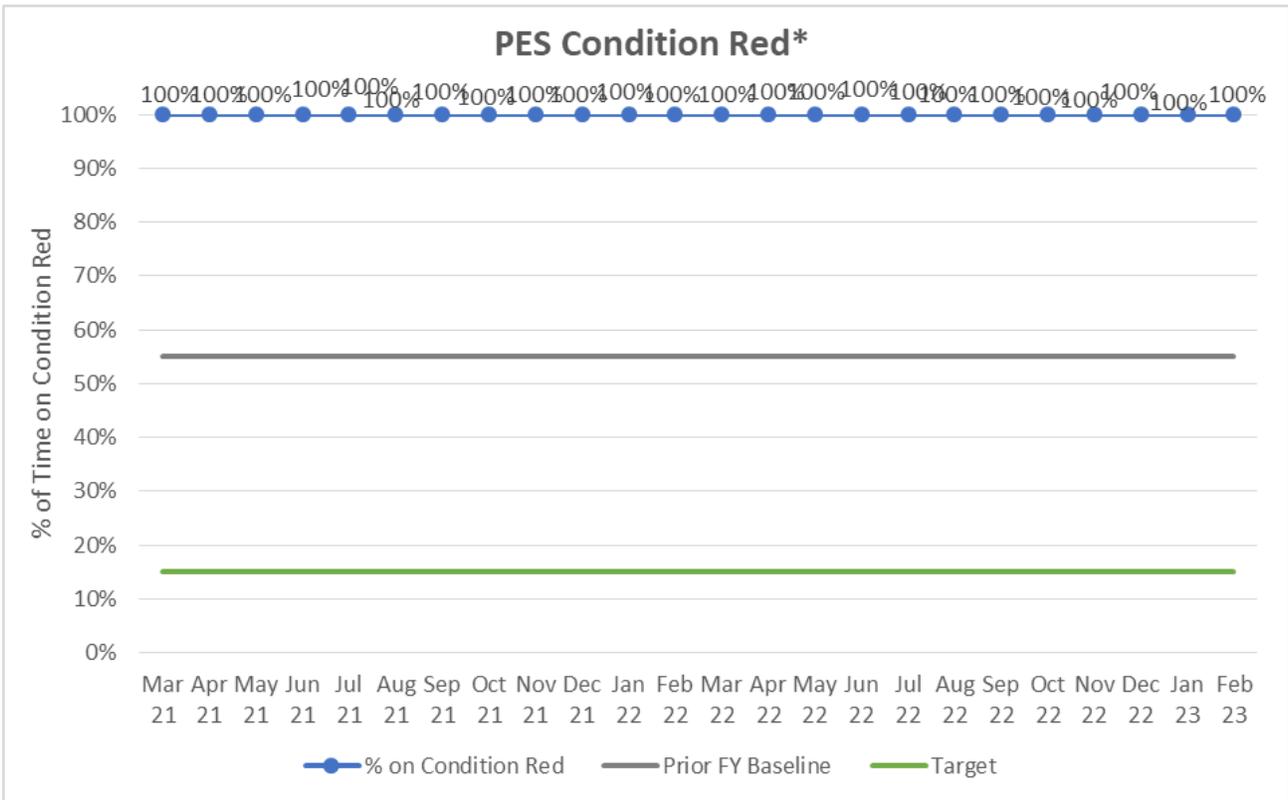
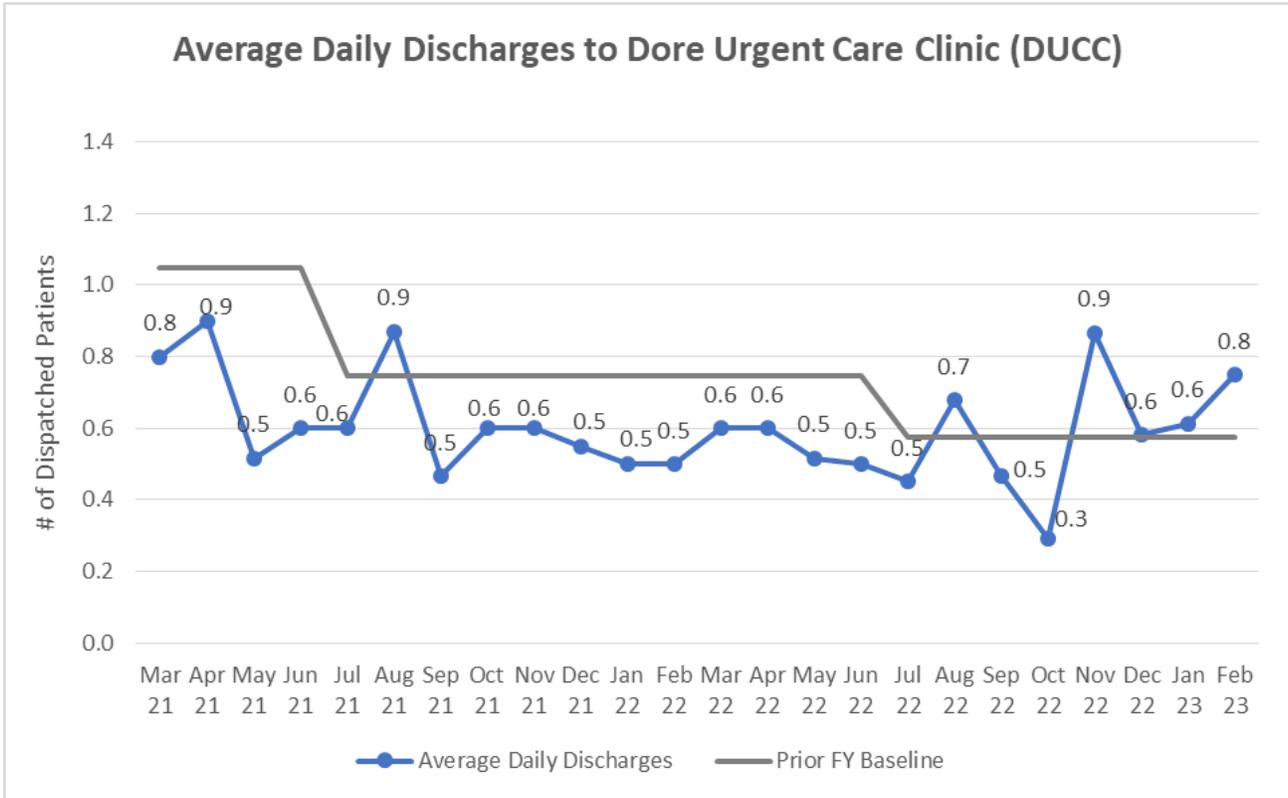
# QUALITY Urgent Care Clinic Activities





# QUALITY Psychiatric Emergency Services Activities





**\*We are using condition red as an external communication tool to signal that patients can not directly come to PES. They must be cleared by ED first.**

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# QUALITY    Average Daily Census

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## **MEDICAL/SURGICAL**

Average Daily Census of Medical/Surgical was 199.29 which is 116.54% of budgeted staffed beds and 108.31% of physical capacity. 28.98% of the Medical/Surgical days were lower level of care days: 8.69% administrative and 20.29% decertified/non-reimbursed days.

## **INTENSIVE CARE UNIT (ICU)**

Average Daily Census of ICU was 37.29 which is 133.16% of budgeted staffed beds and 64.29% of physical capacity of the hospital.

## **MATERNAL CHILD HEALTH (MCH)**

Average Daily Census of MCH was 30.14 which is 100.48% of budgeted staffed beds and 71.77% of physical capacity of the hospital.

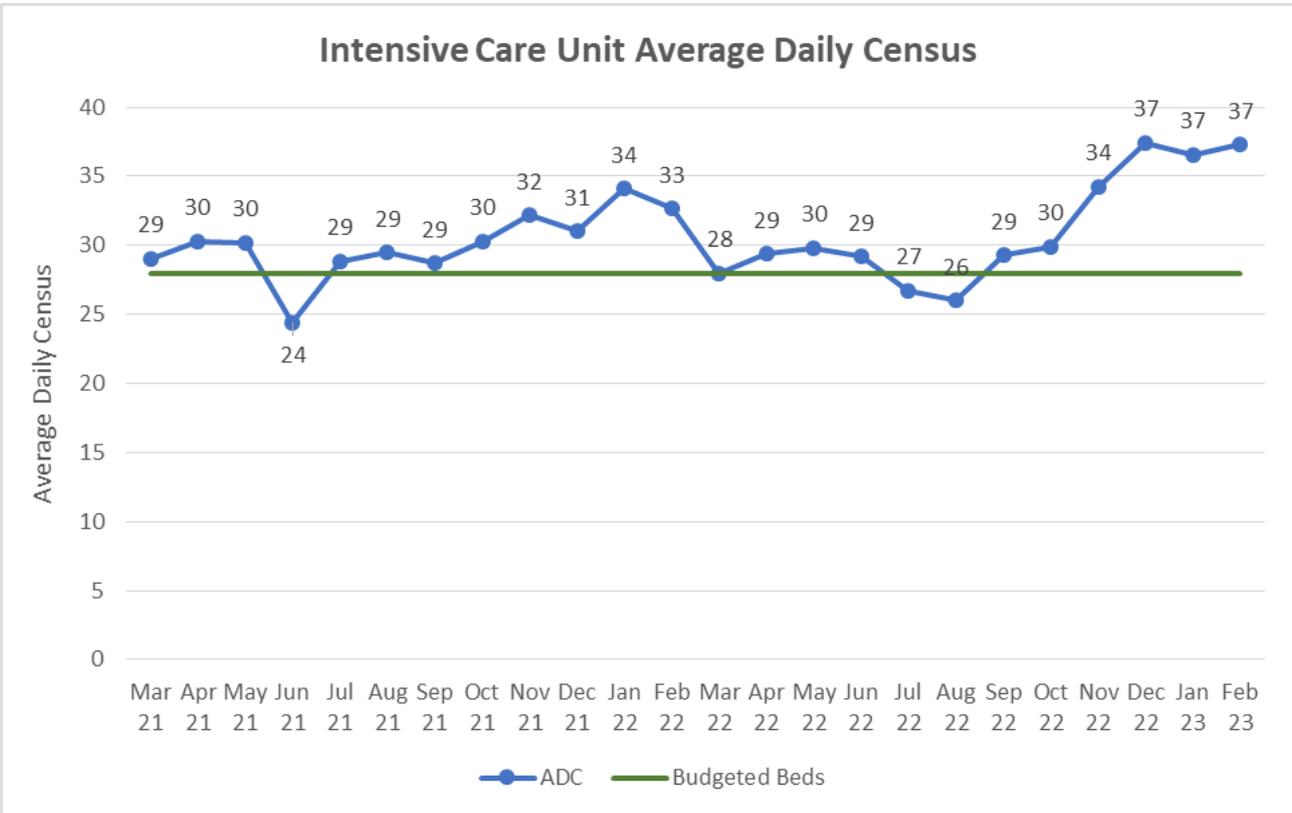
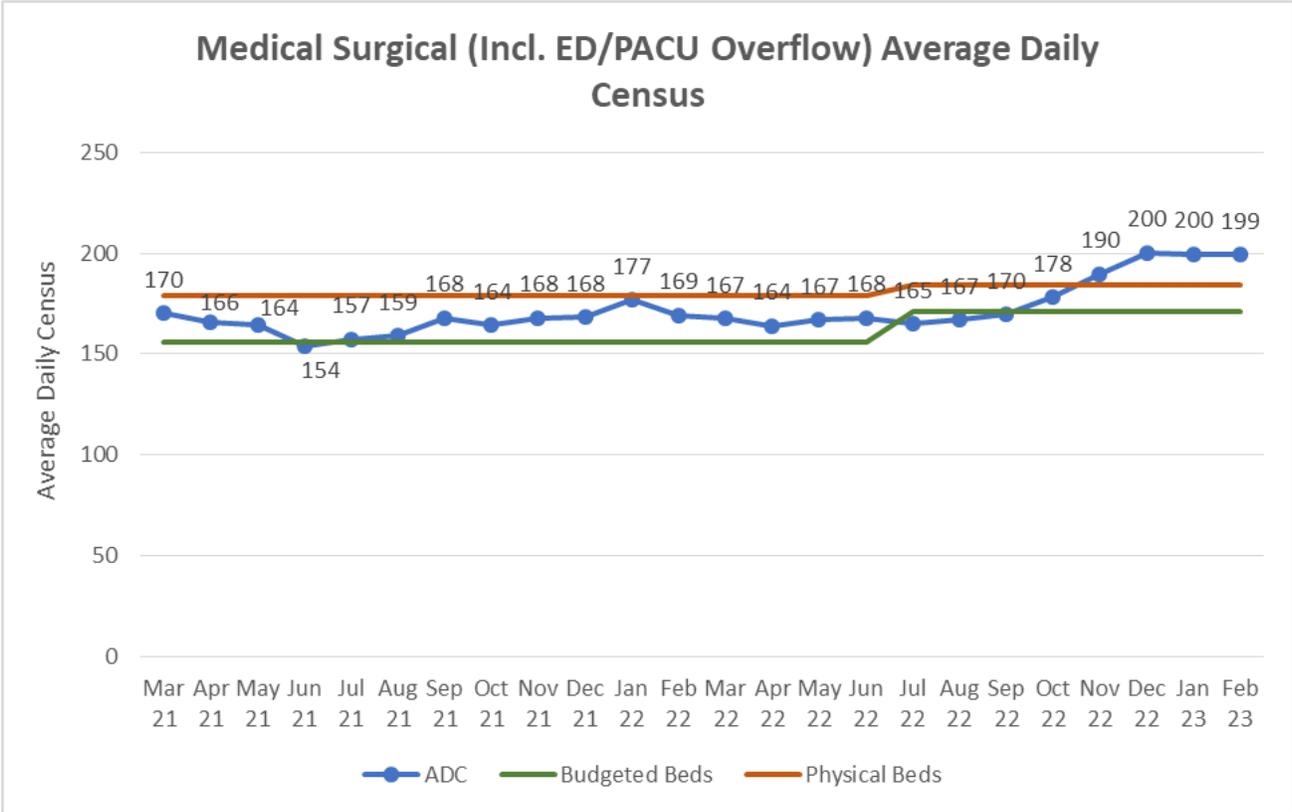
## **ACUTE PSYCHIATRY**

Average Daily Census for Psychiatry beds, excluding 7L, was 41.00, which is 93.18% of budgeted staffed beds and 61.19% of physical capacity (7B & 7C). Average Daily Census for 7L was 5.82, which is 83.16% of budgeted staffed beds (n=7) and 48.51% of physical capacity (n=12). Utilization Review data shows 79.88% non-acute days (27.53% administrative and 52.35% non-reimbursed).

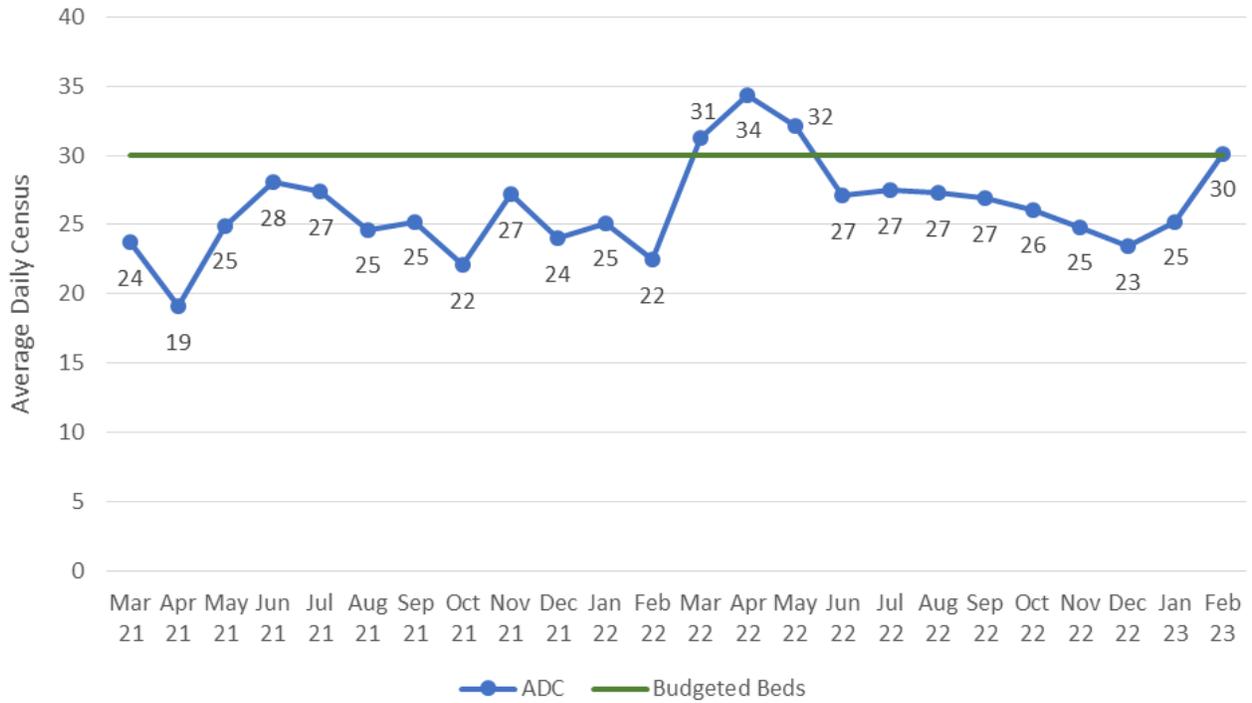
## **4A SKILLED NURSING UNIT**

Average Daily Census for our skilled nursing unit was 29.14, which is 104.08% of our budgeted staffed beds and 97.14% of physical capacity.

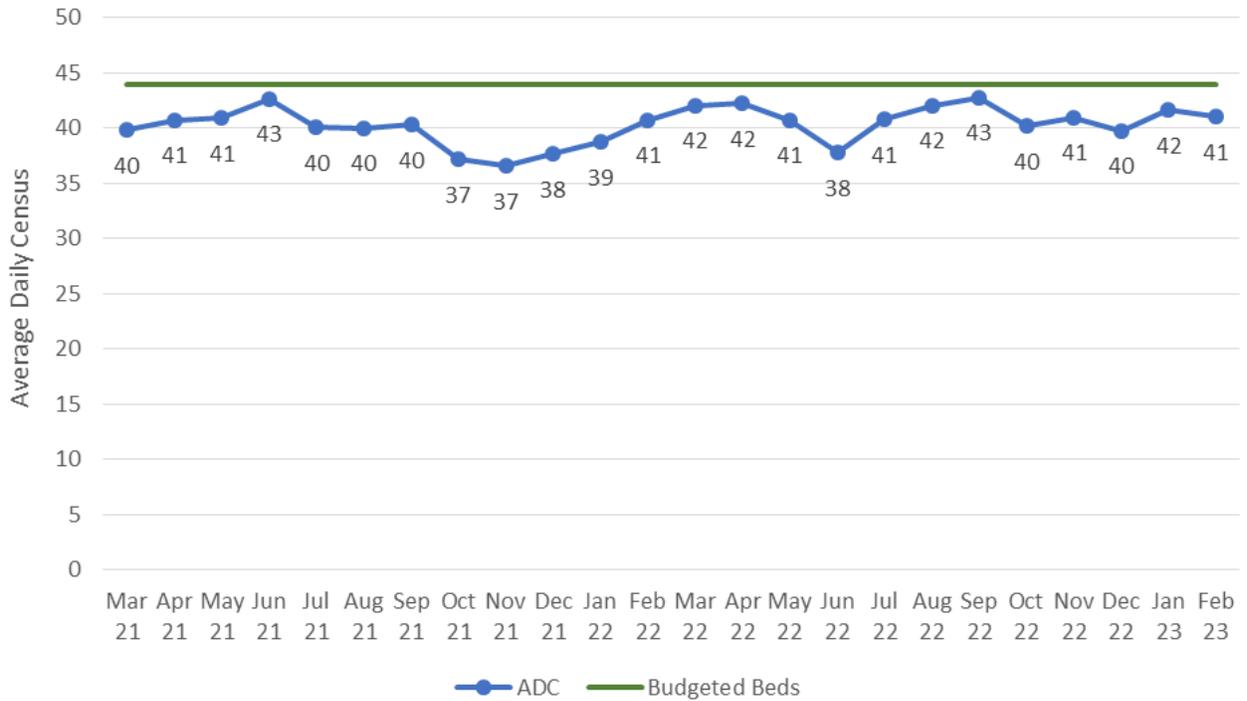
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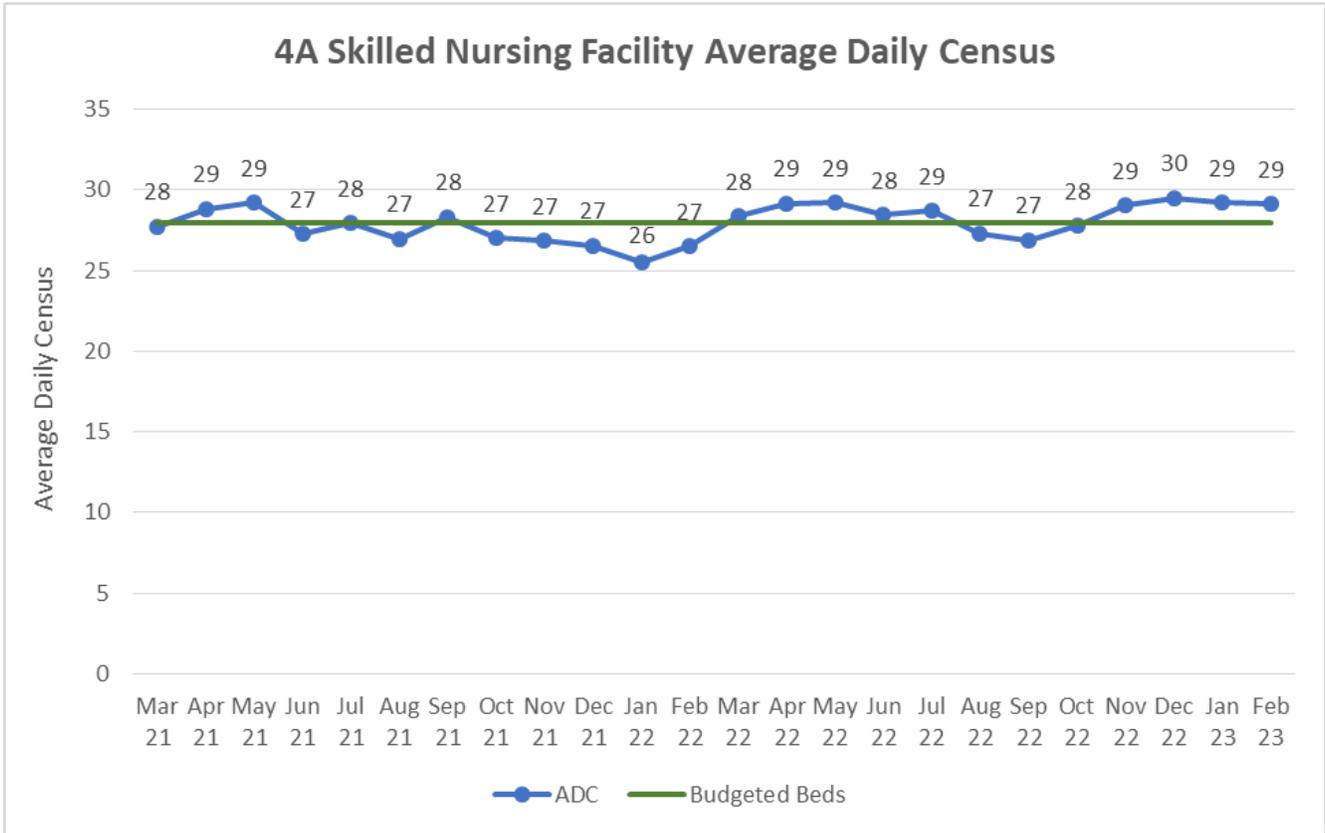


### Maternal Child Health Average Daily Census

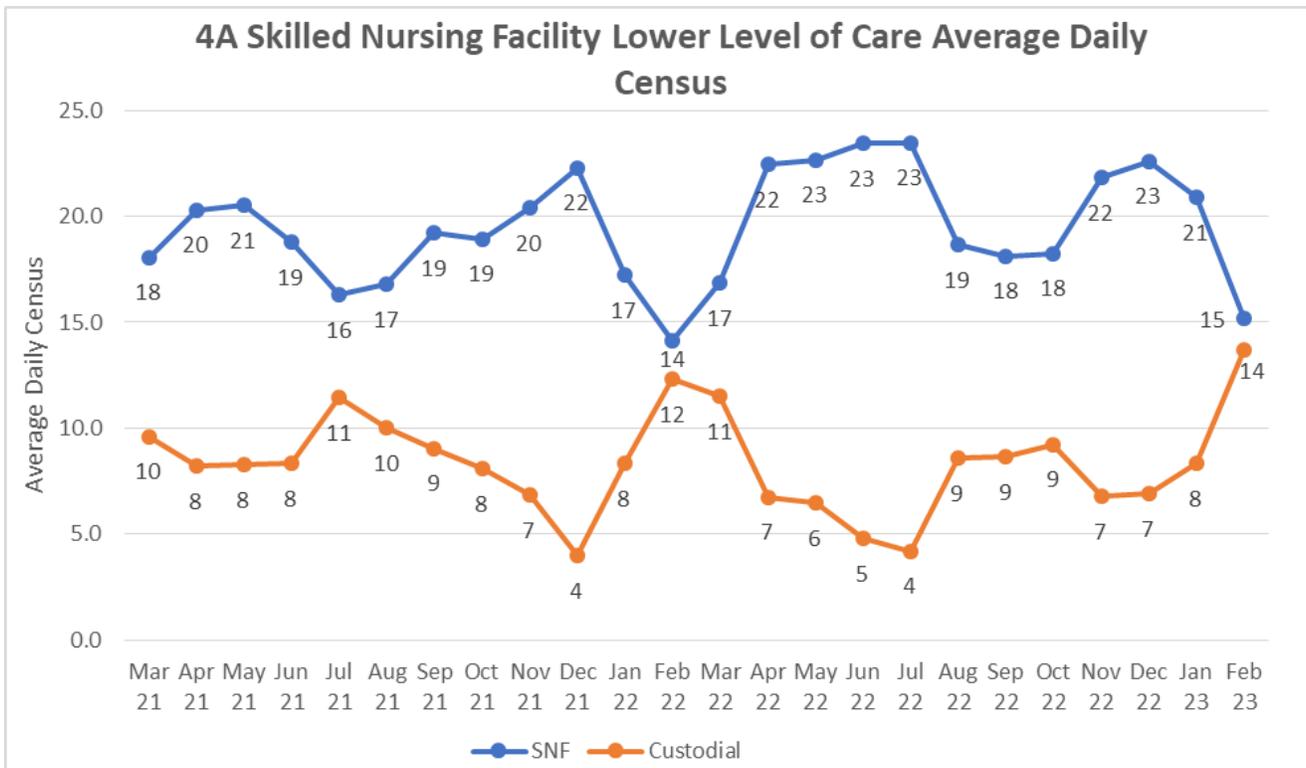
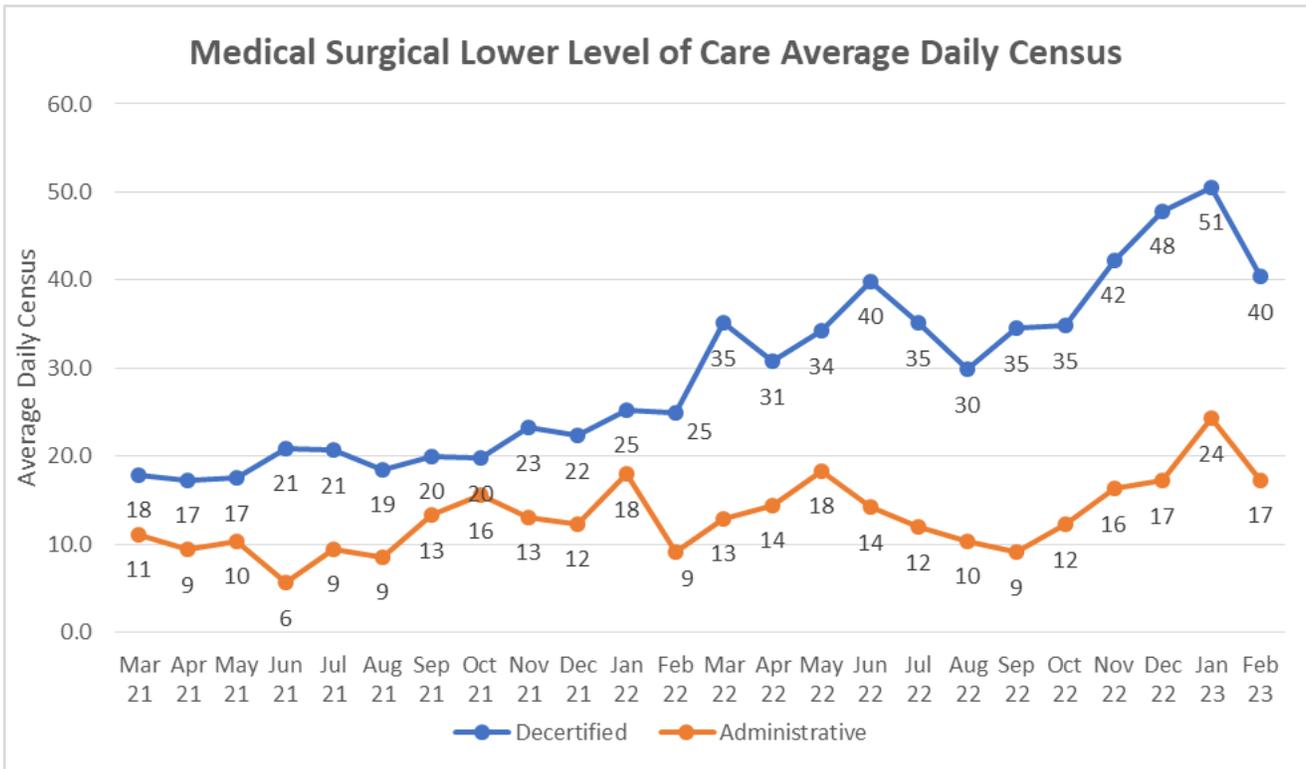


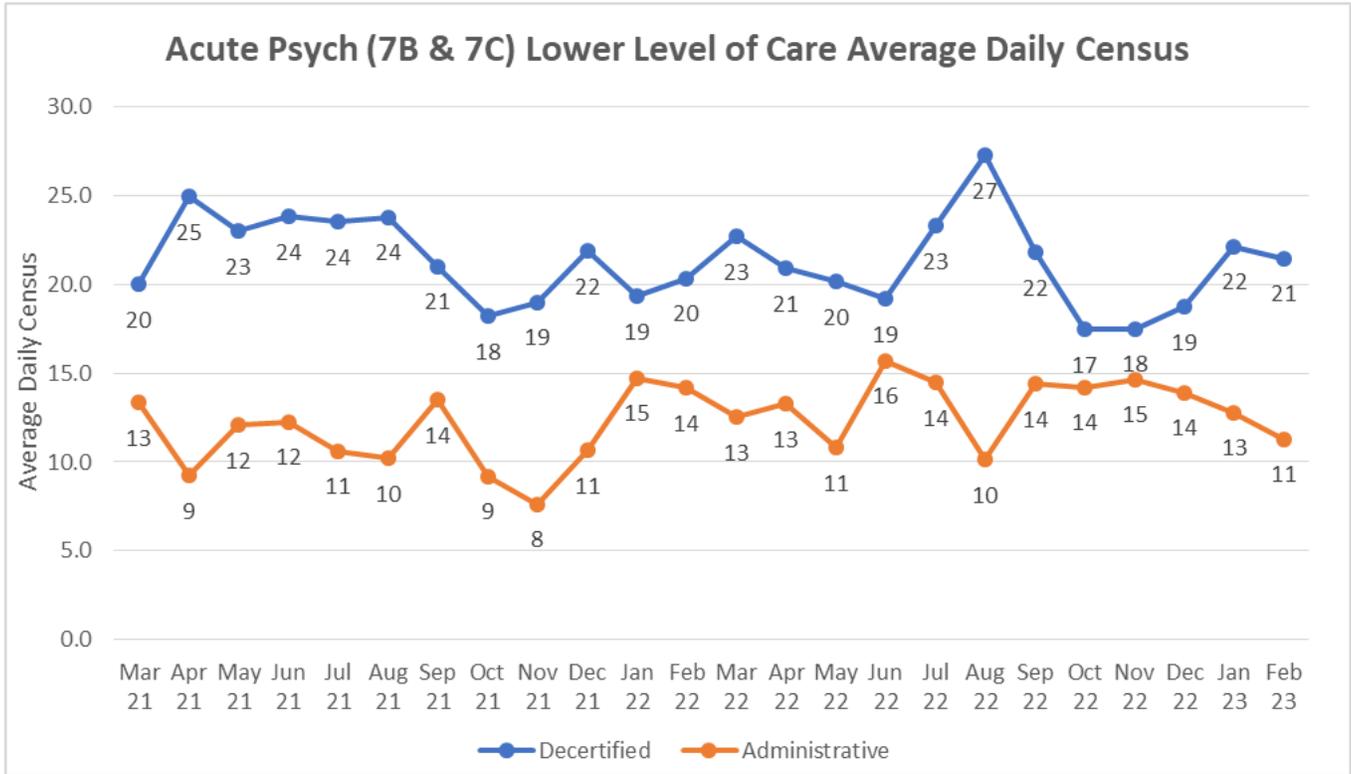
### Acute Psychiatry (7B & 7C) Average Daily Census



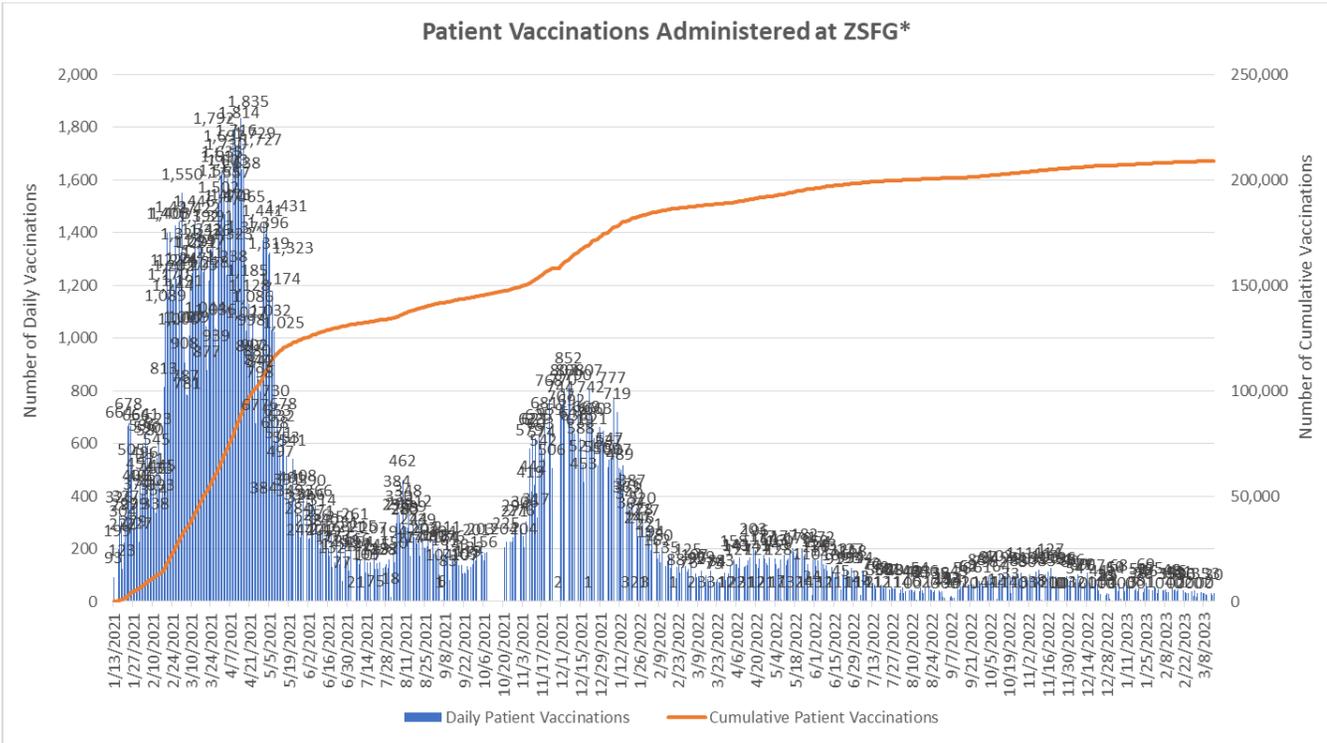


# QUALITY Lower Level of Care Average Daily Census

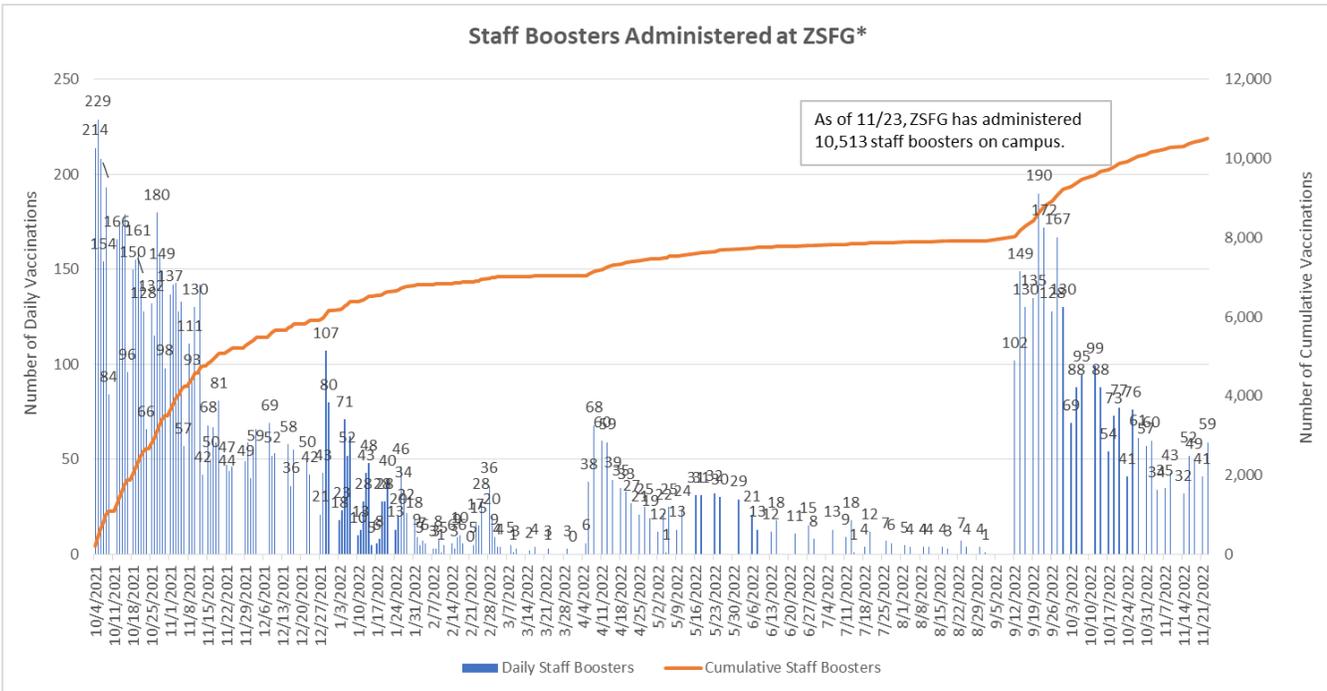




# SAFETY COVID-19 Vaccinations Administered at ZSFG



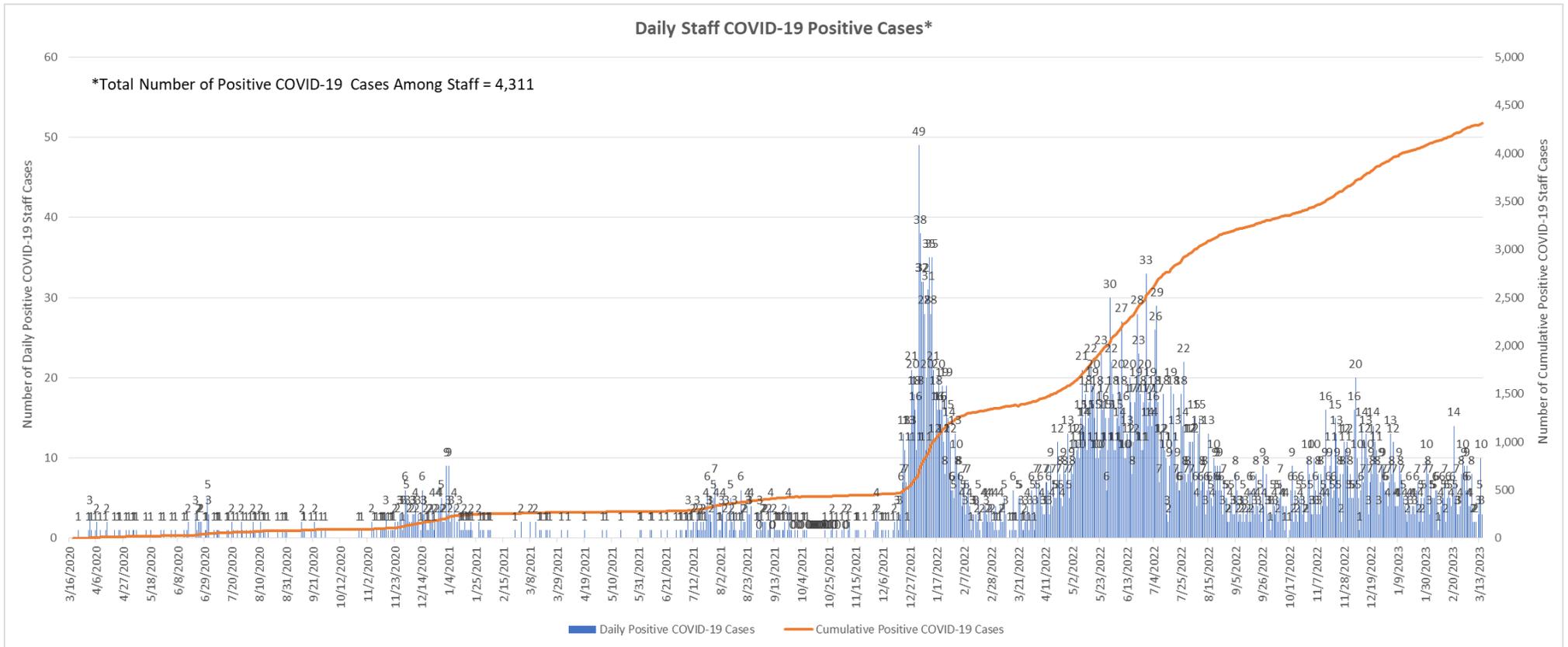
\*Includes network-wide patients and members of the community.



\*Staff Booster data is currently unavailable.

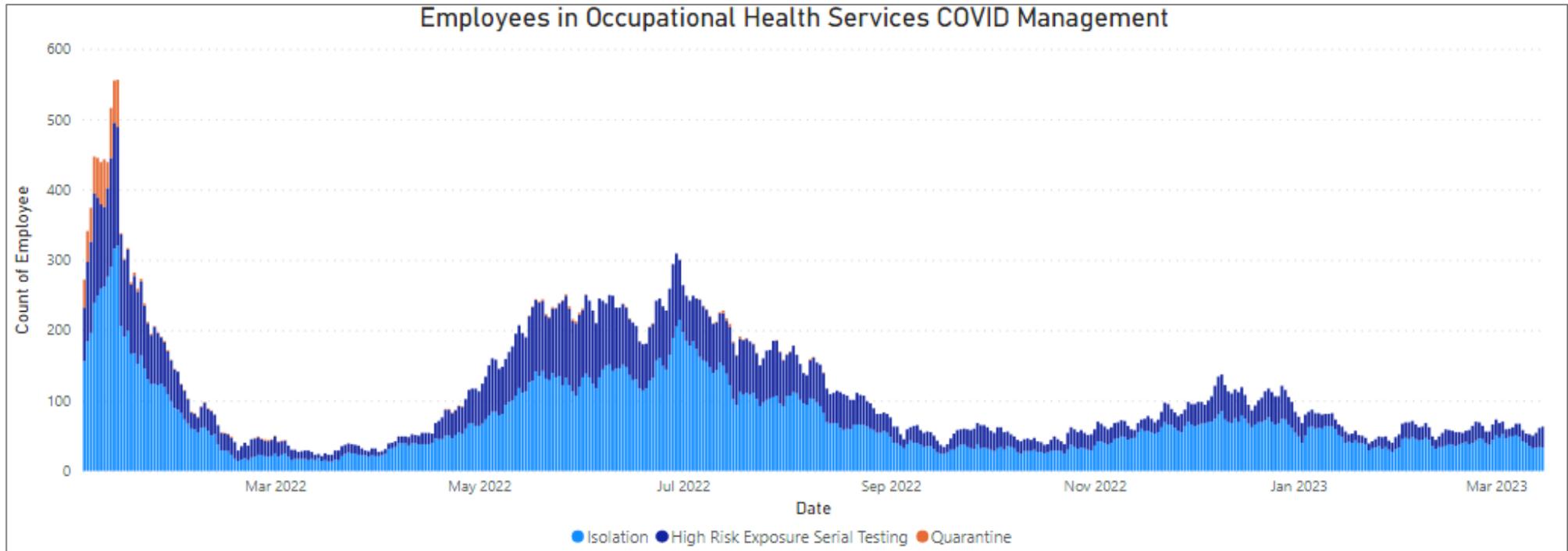
# SAFETY Occupational Health COVID+ Staff Cases

As of March 16, 2023, 4,311 ZSFG employees have tested positive for COVID-19.



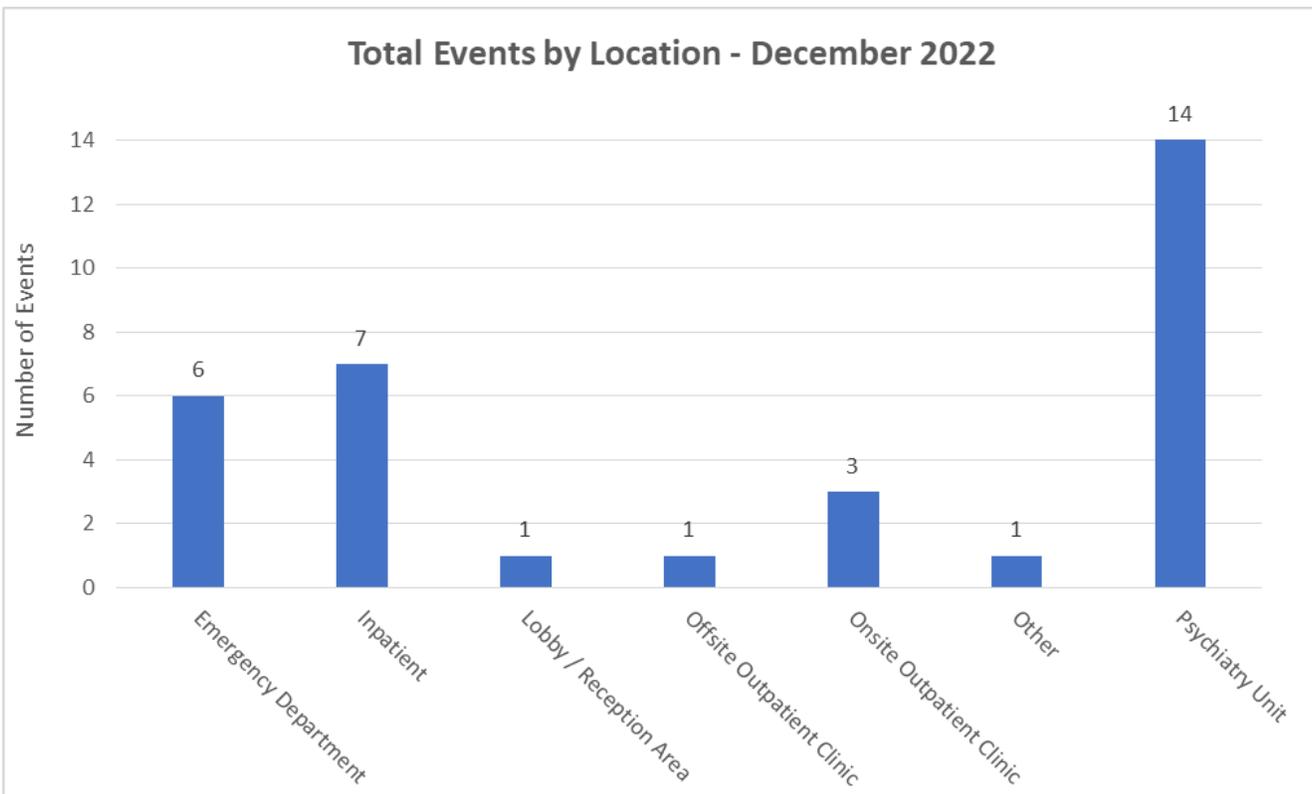
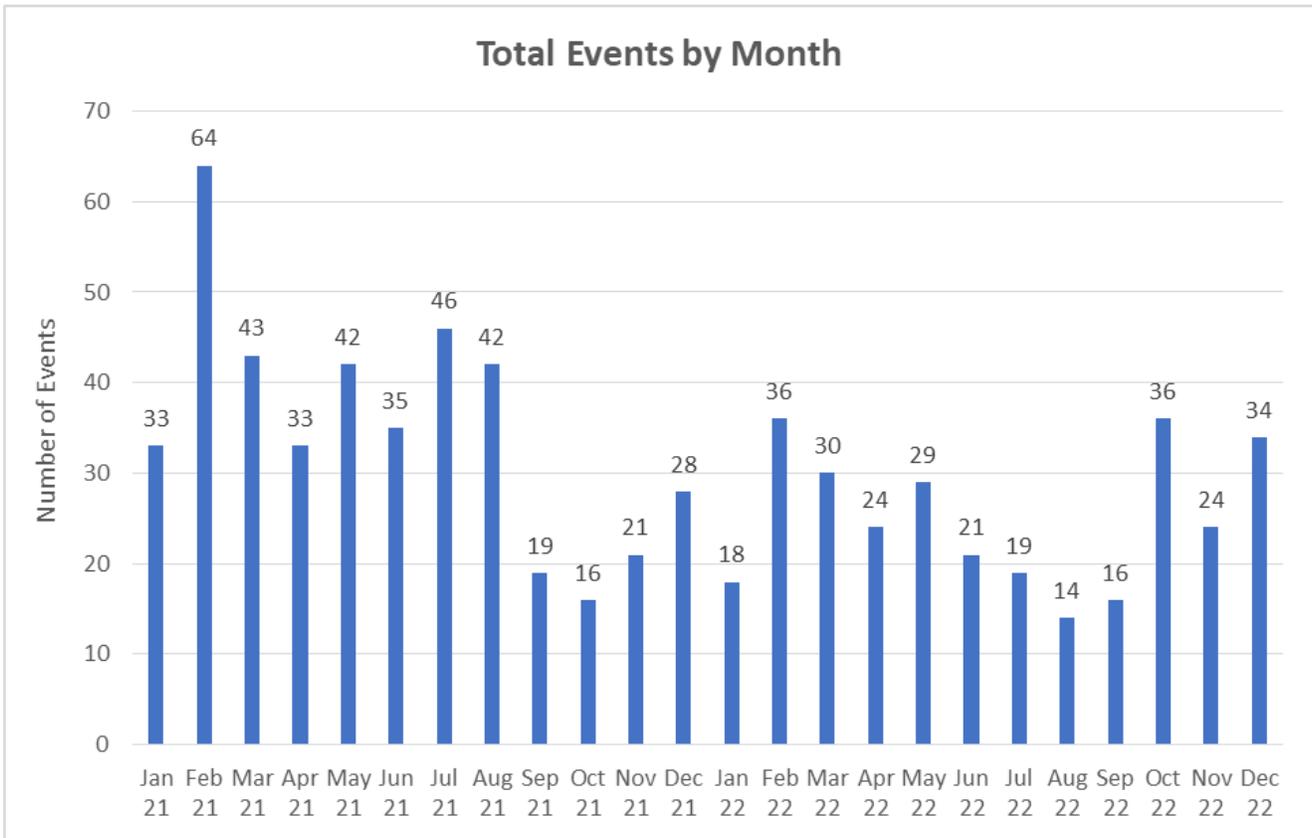
**SAFETY**

## Occupational Health COVID-19 Staff Management



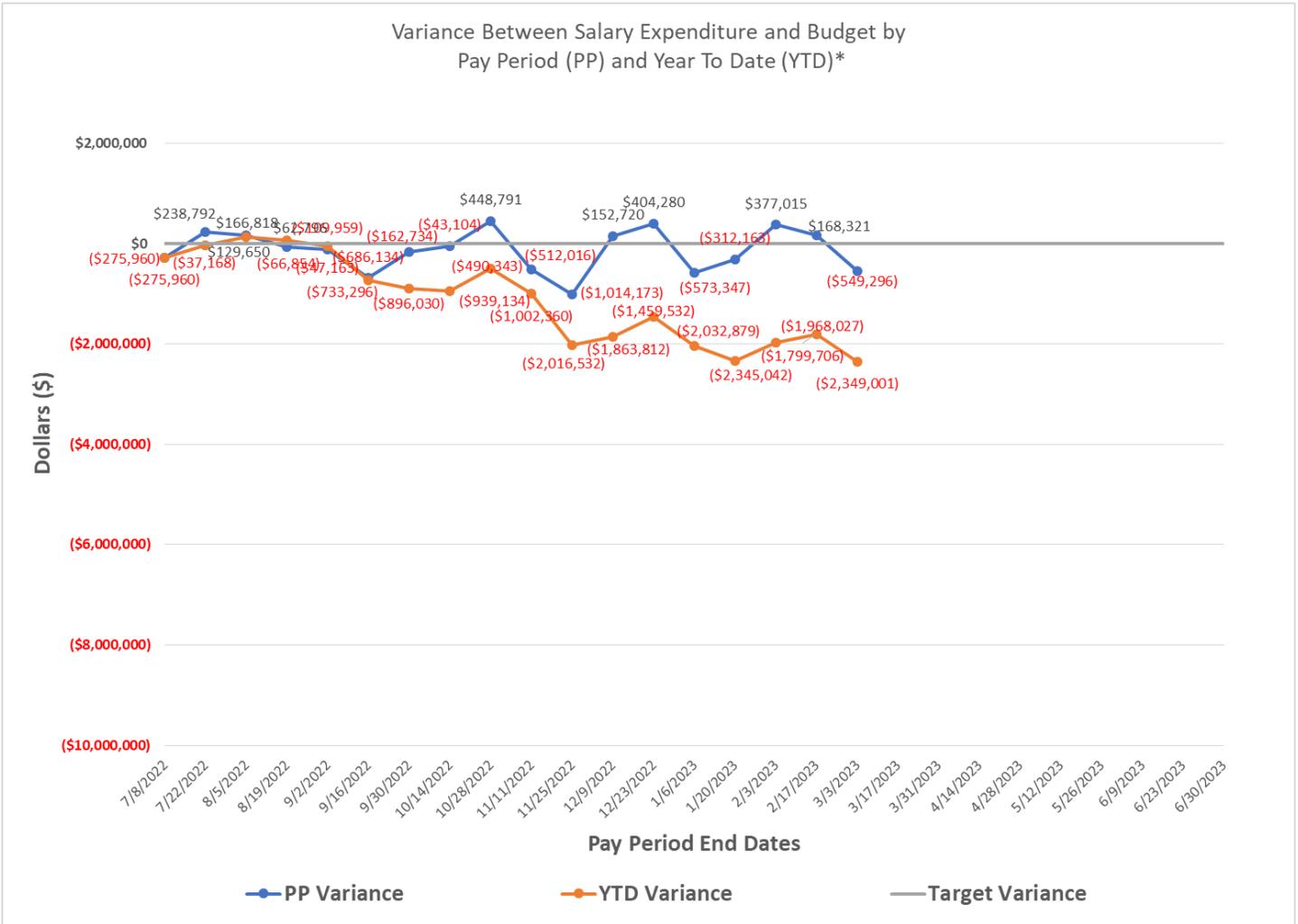
# SAFETY

## Workplace Violence Activity\*



\*Workplace Violence data is currently unavailable post-SAFE system go-live.

# Salary Variance



\*Please note that COVID-19 costs are now a part of ZSFG operations and budget.